



Roles,
Responsibilities,
Accountabilities and
Authorities (R2A2's)

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R2A2s What are they for?

- R2A2s are developed to form an understanding between each employee and their supervisor regarding performance expectations, based on the employee's role.
- An opportunity for all employees to learn how the Brookhaven National Laboratory intends to manage itself, and how their work contributes to the Laboratory mission.

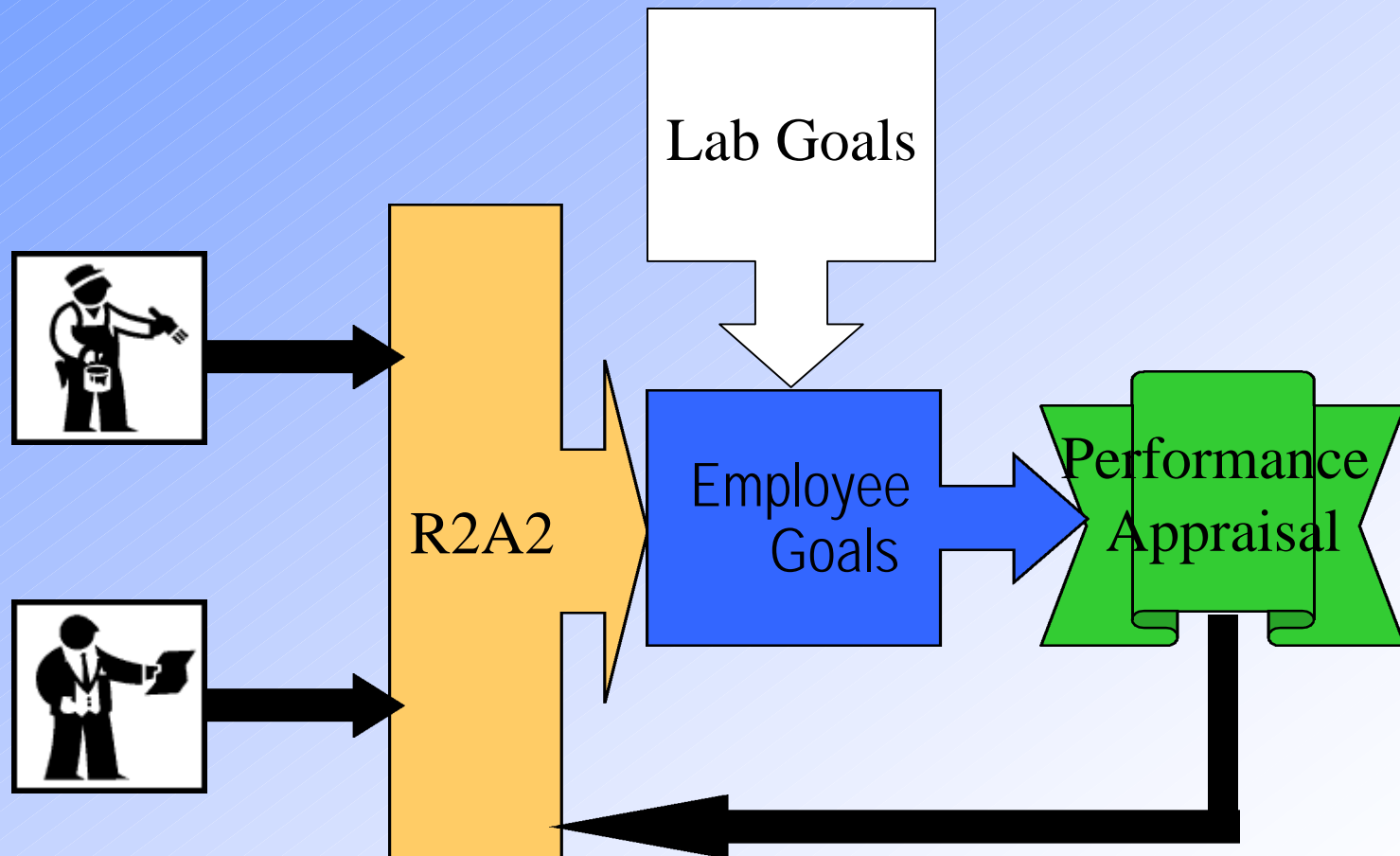
R2A2s and the ISM Connection

- Initiated at BNL approximately 2 years ago as part of the Labs work towards ISM.

- Fulfills ISM Guiding Principles:
 - Line managers clearly responsible for ES&H
 - Clear ES&H roles and responsibilities
 - Competence commensurate with responsibility

The BSA Commitment....

R2A2s a Critical Component to Success



R2A2s, Benefits

- An employee's R2A2 is the only comprehensive document that achieves the following;
 - A clear communication of management expectations through the assignment of one or more roles for each employee, and the responsibilities, accountabilities, and authorities associated with each role.
 - Employee understanding and acceptance of what is expected of them.
 - Agreement and documentation of the above.

R2A2s, Benefits cont..

- Forms a basis for establishing employee goals and performance appraisals.
- Protects employees from unrealistic expectations.
- Communicate and document changes in employee responsibilities during the course of a performance year.
- Identify training needs.

R2A2s, Benefits cont..

- Inform job candidates about prospective positions.
- Assess employee workload so that managers can make staffing decisions.
- Ensures all roles and responsibilities necessary to operate the Laboratory are assigned.
- Explicit delegation of responsibility and authority throughout the Laboratory.

Roles Transportation Safety Officer (TSO) Example

■ Roles are clear and succinct:

- *The role of the BNL Transportation Safety Officer is to serve as the senior site authority on transportation safety both for on-site and off-site shipment/movement of hazardous materials.*

Responsibilities TSO Example Cont:

- Responsibilities are focused but not too detailed:
 - *Serve as the owner of the Transportation Safety Management System.*
 - *Serve as the owner of the Transportation Safety Manual.*
 - *Evaluate adequacy and perform peer review of transportation processes including site procedures.*
 - *Ensure that performance reviews are conducted on transportation processes.*
 - *Provide interpretation of regulatory or contractual requirements regarding transportation safety.*
 - *Evaluate incidents/occurrences related to transportation safety.*

Accountabilities TSO Example Cont:

- Accountabilities clearly define who you are accountable to for your specific roles and responsibilities:
 - *Accountable to the Deputy Director for Operations as the senior technical authority for transportation safety management system owner.*
 - *Accountable to the Deputy of ESH Operations for the safety of personnel involved in transportation processes.*
 - *Accountable to the appropriate Department/Division Managers for providing technical guidance and direction.*

Authorities

TSO Example Cont:

- Authorities state exactly what your authorities are:
 - *Directs cessation of transportation activities if acceptable performance is not assured.*
 - *Provides technical direction for transportation processes.*
 - *Direct/require corrective action for transportation processes.*
 - *Approve/disapprove any exception, exemption, or waivers of BNL transportation safety requirements.*

R2A2s, Development Issues

- Determining the level of detail and how individualized they should be.
- Getting (some) employees to agree to sign the document. They were fearful that the document might be used against them.
- Growing due to generic requirements

R2A2's, Success Measures

- All R2A2's were collected and evaluated for consistency and completeness.
- Feedback from line management and staff during the course of goal planning and annual performance evaluations
- Periodic self assessments of management systems look at the R2A2's to assure that they are aligned with the requirements of the MS.
- Required annual review of the R2A2's by staff.

R2A2

Further Information on development of R2A2's and examples of generic R2A2s can be found at:

- <https://sbms.bnl.gov/standard/0x/0x00t011.htm> or contact:
- Bob Kelly at kelly2@bnl.gov or Steve Hoey@bnl.gov